WaTech
Washington Technology Solutions
Washington's Consolidated Technology Services Agency

Office of the Chief Information Officer

Quarterly Best Practices Summary

July 1, 2021

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Executive summary

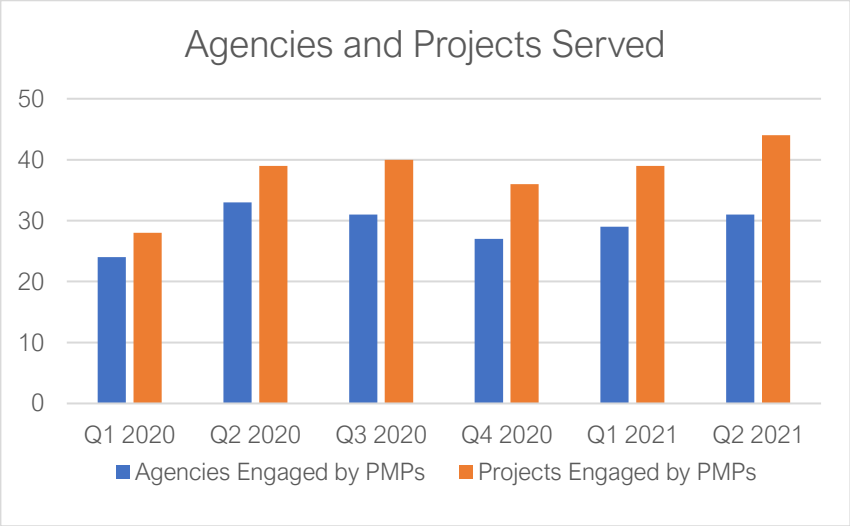
The 2020 supplemental operating budget section 149(1)(a) provides the Office of the Chief Information Officer (OCIO) funding for experienced information technology (IT) project managers to provide critical support to agency IT projects that are subject to gated funding project provisions. This report:

- Summarizes key accomplishments from March 31-July 1, 2021.
- Presents selected best practices shared with state agencies during this same reporting period.
- Provides a summary of lessons learned shared by state agencies with IT projects that have completed since Jan. 1, 2021.

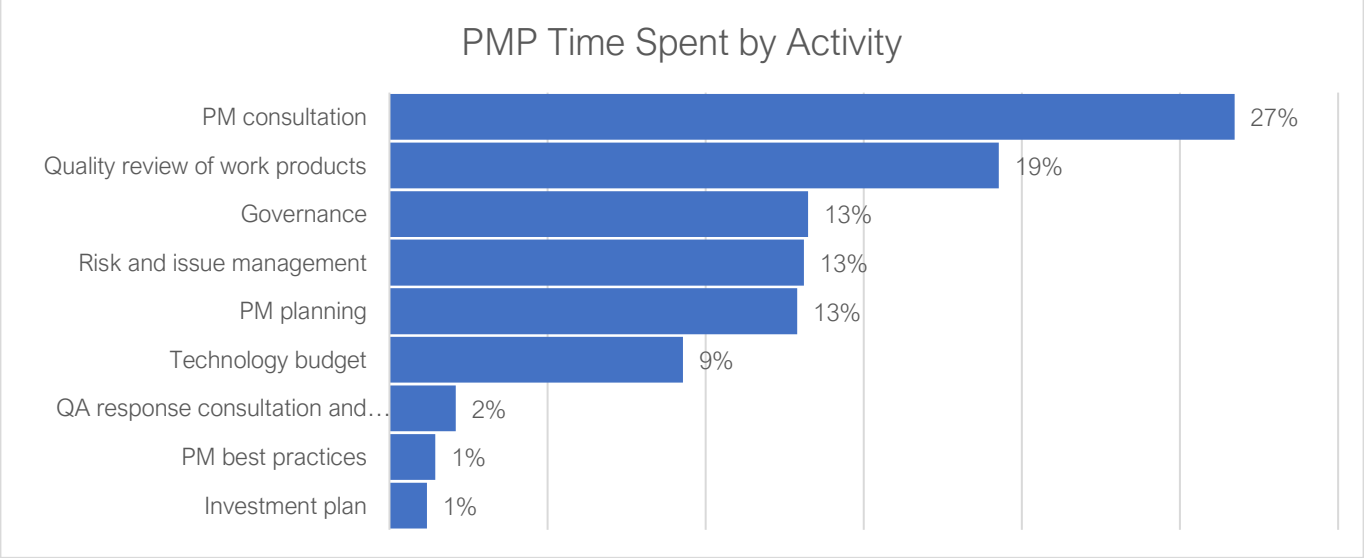
Key accomplishments

Key accomplishments during this reporting period include:

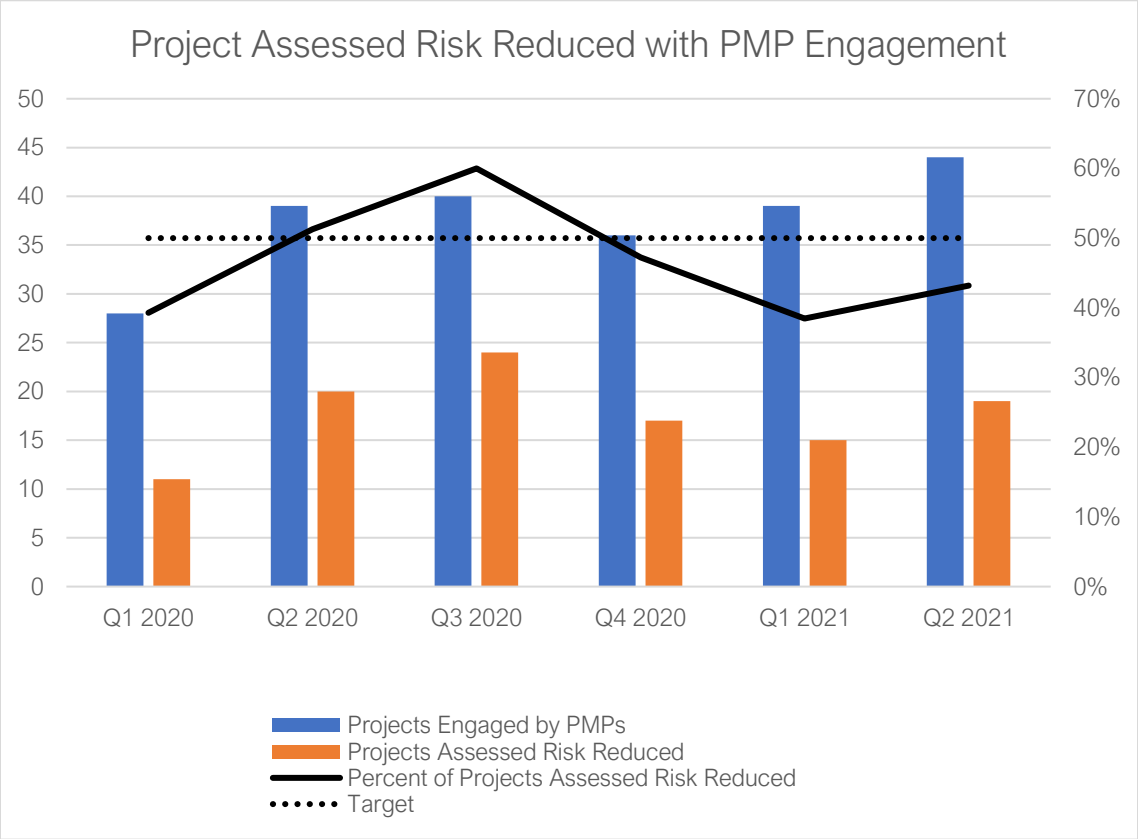
- **Project management (PM) community of practice (CoP).** The PM CoP continues to make traction in the IT project management community. The Project Management Partners, with support from the OCIO, launched the PM CoP in February 2021. The team launched a robust collaboration site utilizing Microsoft Teams where the community can share advice, best practices, tools and resources. Membership of this site exceeds 150 individuals representing 35 agencies. In addition, an advisory board was formed in April to govern the agenda of the PM CoP. The advisory board currently has three active members from different agencies; the goal is to increase membership to five on the advisory board. The PM CoP is offering monthly events, with each session alternating between formal education offerings events and peer networking opportunities. In April the PM CoP conducted a foundational-level session on managing organizational change. That session had over 90 participants representing 34 agencies. One of the primary goals of the PM CoP is to graduate from authoring presentations on best practices to assisting agencies with putting best practices to work. Monthly CoP events are scheduled for the remainder of 2021. Topics include project budget planning and management, investment planning, agile project management, and project governance and decision making as well as multiple peer network events.
- **Project management guidance.** Project management partners spent over 900 hours working with individual state agencies, providing project management guidance to 44 gated funding projects representing 31 state agencies from March 31-May 31, 2021. The chart below provides a view of project management partner engagement by quarter.



The following chart represents where the project management partner's time was spent during this quarter.



- **Risk management and mitigation performance measure.** Hypothesis: Projects that benefit from project management partner services decrease in risk. The project management partners are still testing this hypothesis. The data is inconclusive to date and we are continuing to track this. During this quarter approximately 43% of gated funding projects that had been assigned a project management partner realized a reduction in OCIO-assessed risk during the last reporting period. This means a project's risk was reduced from red (high risk) to yellow (moderate risk) or yellow to green (low risk) on 43% of projects that were assigned a PMP. This result is up from a 40% risk reduction during the Q1 2021 reporting period. The project management partners target measure is to reduce risk for 50% of the gated funding projects on which the project management partners are engaged.



Best practices

Project management partners identified the following opportunities to bring industry best practices to projects:

- Bringing together project managers through the statewide PM CoP.
- Growing strong, confident and engaged executive sponsorship.
- Being a smart vendor manager.
- Building contingency reserve and management reserve in schedule and budget.

Statewide Project Management Community of Practice

The IT project management community of practice, sponsored by the OCIO, debuted the first quarter (Q1) of calendar year (CY) 2021. The first professional event included a development webinar, Project Management in a Virtual World broadcast via Microsoft Teams on Feb. 24, 2021. It delivered a framework for virtual project management with tools and techniques gradually increasing in complexity and sophistication. Office of the Secretary of State VoteWA project manager Tim Graden presented a case study of the virtual project management competencies developed for

The Washington State IT PM CoP continues to gain momentum and membership.

the VoteWA Elections Modernization Project. An estimated 80 project managers representing 23 agencies joined the call and actively engaged in the conversation.

An advisory board was formed in Q2, comprising project management leaders across the state who have a passion for project management and want to play an advisory role in the agenda, methodologies and topic selection.

A Microsoft Teams collaboration site was established to provide moderated panel discussions (to hear from multiple voices on a topic), skill development workshops, moderated discussion boards, interesting newsletters, links to the IT Project Lessons Learned repository and other useful resources.

The PM CoP conducted another development webinar April 21 on change enablement. Organizational change management (OCM) is becoming a standard element of project management, a core competency that all PMs must possess. This session had over 90 participants representing 34 agencies.

In May the PM CoP conducted a peer networking event to connect project managers with other project managers to discuss project issues and lessons learned. The event had 60 participants with 23 agencies represented.

The following events are planned for 2021:

- The Ultimate Guide to Project Budgeting (June 16, 2021).
- Peer Networking Event (July 21, 2021).
- Investment Planning (Aug. 18, 2021).
- Peer Networking Event (Sept. 15, 2021).
- Agile Project Management (Oct. 20, 2021).
- Peer Networking Event (Nov. 17, 2021).
- Project Governance and Decision Making (Dec. 15, 2021).

Ultimately, the goal of the PM CoP is to catalyze project success in Washington by crowd-sourcing innovative solutions, sharing wisdom and experience and elevating project management skills. The intent is to encourage the sharing of lessons learned and best practices via the CoP.

Executive sponsorship

Good executive sponsors are essential to project success. Sponsors are often the determining factor in success or failure of a project. The Standish Group Chaos report indicates 61% of successful projects have a highly skilled sponsor and 70% of failed projects have a moderate to poorly skilled sponsor[1]. We are invested in growing sponsor confidence and competence and have assembled some resources for sponsor proficiency.

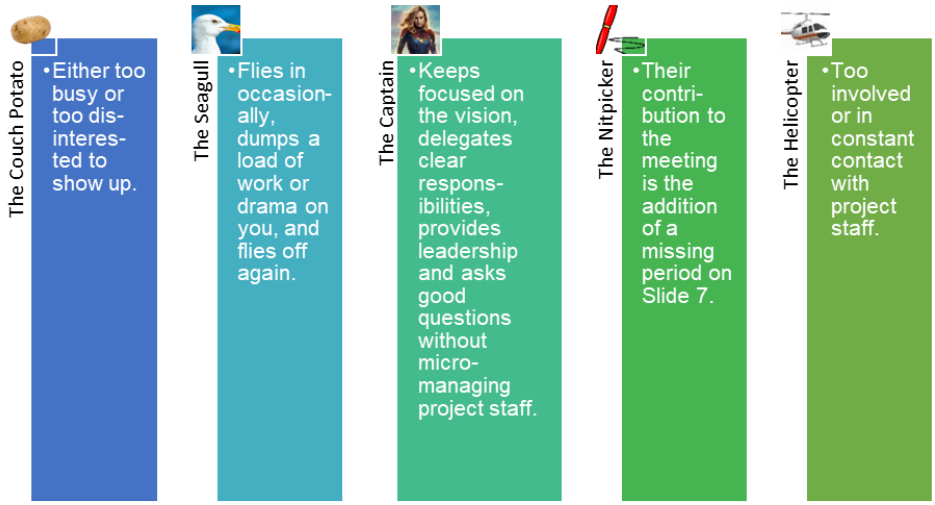
Here at the OCIO, the project management partners observe a wide variety of sponsorship styles and strengths. Washington state has some very good sponsors both in large and small agencies. From observing dozens of projects over the past 18 months, we have developed some archetypes and related characteristics that can illustrate the common styles of sponsorship. From sponsors missing meetings to sponsors that spend every waking minute working on your project, we get a birds-eye view of behaviors to replicate and those that lead to problems.

[1] https://www.standishgroup.com/sample_research_files/CHAOSReport2015-Final.pdf

Sponsorship archetypes include:

- The Couch Potato.
- The Seagull.
- The Captain.
- The Nitpicker.
- The Helicopter.

Our goal is to develop "Captains" and avoid the other types. The following chart describes the types and their characteristics.



Lack of strong executive sponsorship is evidenced by any or all the following:

- Tries to make all the project decisions in a vacuum, or won't make decisions at all.
- Inability to commit to and clearly articulate the project's business objectives.
- No commitment to regular attendance at executive steering committee meetings and/or lack of engagement during the executive steering committee meetings.
- Incomplete knowledge of the project's critical issues; ineffective or no resolution of issues brought forward.
- Significant changes in project scope, schedule, or budget; an excessive number of process gaps identified during design.
- Dogmatic pursuit of a flawed vision or plan of execution.
- Unwillingness to make hard staffing decisions.
- Too many conflicting priorities.
- Never heard from outside of the ESC meeting.

The sponsor's role is a difficult one. There are many pressures to contend with, especially at the higher levels of state government where they are balancing multiple priorities and stakeholders, dealing with heavy workloads and competing for scarce organizational resources, funding and attention. In addition, most sponsors are either a manager or executive and continue with their operational responsibilities and add on the additional role of a sponsor to their already demanding jobs. Sponsors often are assigned or volunteered to be a sponsor without providing clear expectations of what an effective sponsor is.

Project sponsors are ultimately responsible for the success of the project. They are expected to have sound knowledge of the business case and an understanding of modern project management practices. However, there is very limited training or literature about project sponsorship and few guidelines as to what good project sponsorship entails.

The role of the sponsor is a "chief enabling officer." As a chief enabling officer, the project sponsors job is to make sure they provide the support, resources, and guidance to allow the project team to be successful. Per the "Standish Group Executive Sponsor Report[2]," the four most important skills that will increase project sponsor effectiveness are:

1. Get the right project resources.
2. Make quick decisions.
3. Recognize team member contributions.
4. Demand objectivity and transparency.

In general, sponsors need to be doing certain things – and thinking certain things. The list of desirable behaviors, traits and thought patterns can be taught – and learned. The following chart describes what sponsors should be doing during the following project phases.

[2] Executive Sponsor Research Report, The Standish Group, 2013

What sponsors should be doing:

Initiation

- Secure funding.
- Champion the project.
- Select the right project manager for the job and make sure the project organization is optimal.
- Allow sufficient time to perform initiation activities.
- Provide input and meaningful evaluation of the charter. Ensure it adequately presents a true need and is aligned to strategic priorities.
- Participate in kick-off meeting and other key phase transitions.

Planning

- Check that plans are realistic and approve only those that are feasible.
- Serve as a timely and relevant escalation point for issues and roadblocks.
- Observe the team's dynamics and behaviors.
- Ensure clear go/no-go phase or gate criteria are established.
- Ensure realistic estimates.
- Acquire adequate resources.
- Check if critical path is identified, whether it is realistic, and what is the percentage of activities that are on the critical path.
- Ensure cross-coordination of other agency projects.

Implementation and Control

- Ask: Is the critical path identified, is it realistic?
- Work with the project manager and do not overstep their lane.
- Evaluate progress against plans and objectives and provide feedback to the PM.
- Empower and motivate project team members and encourage them to problem solve.
- Ensure that everyone follows established processes.
- Focus on risk mitigation and following the risk/change/issue processes.
- Keep an eye on team productivity, mood and dynamics. Celebrate milestones. Monitor frequent crises for root cause analysis.

Closing

- Participate in post-project evaluation.
- Evaluate project performance (people and results) based on established performance criteria.
- Foster a constructive conversation about project achievement.
- Realize all benefits and sign off on lessons learned/closure activities.

The chart above contains some helpful tips for what a sponsor should be doing – but it is also highlights what a sponsor should be thinking\asking during a project. The following chart describes what sponsors should be thinking during the different phases.

What sponsors should be thinking:

Initiation

- What other options have we considered to address the stated purpose of the project?
- What will be my top concerns if this project charter is approved?
- Which past projects have we looked at for comparison?
- How strong is my project manager and do I need to be super engaged or can I give my PM some space to roam?

Planning

- Have functional managers agreed to the staffing plan?
- What are the most critical project success factors? What trade offs would we need to deliver them?
- How were project cost estimates derived?
- Is there a Plan B?
- Are we on track with our investment plan, gates, deliverables, funding allocations?
- Do YOU think the project will be successful?

Implementation and Control

- What tools or training would make the team more successful?
- What are the three biggest project risks? Issues?
- What stakeholders will pose challenges?
- Which stakeholders do I need to consult, manage or monitor?
- Track team members' overtime and reasons for overtime.

Closing

- Did my customer(s) feel satisfied with the effort?
- What should we do differently next time?
- What went right? And what went right due good planning and not heroics?

Vendor relationship management

Vendors have a crucial impact on the success or failure of a project. Many IT projects hit a vendor-related roadblock at some point that may be mitigated by having a robust vendor relationship management practice.

Get more value out of vendor relationships by focusing on a more collaborative approach.

The vendor management lifecycle consists of managing vendors in a transparent and structured way for the length of their engagement with an organization or project. Vendor management processes include controlling costs, finding vendors, reducing risks related to vendors, guaranteeing service delivery and negotiating contracts.

Where contract management focuses on enforcing the terms of the contract and managing deliverables and invoicing, vendor relationship management focuses on creating a productive partnership to achieve a mutually beneficial goal and establish trust between all the parties.

In Washington state project managers are increasingly taking on the role of vendor manager, especially when an external vendor or consultant undertakes a significant portion of the project work. Successfully managing projects that require significant contributions by external or contracted resources begins with project planning. It's important to lay the foundation for the vendor relationship at this stage by clearly defining what the project needs from the contracted resources. From the outset, plan to involve vendors and consultants in a manner that

encourages them to share risks and benefits to help them become a partner in the business rather than simply a provider of services or products.

Planning is essential to effective vendor and consultant relationship management. A project management plan will include at least some elements of vendor management in the following areas:

- Procurement management.
- Scope management.
- Quality management.
- Resource management.
- Change/configuration management.
- Vendor management.

Including vendor management in the project management plan is a common best practice in Washington state IT projects, this includes documenting the process of managing relationships, monitoring contract performance, making changes and corrections as appropriate and closing out contracts. Documenting the process for ensuring both the seller's and buyer's performance meets the project's requirements according to the terms of the legal agreements is a formal step in setting expectations and communicating effectively.

Table 1 shows the correlation between the procurement/contract process and project management activities.

Table 1: Vendor Management Activities related to PMI[3] Process Group and Contract Phase

PMI Process Group	Vendor Management Activities	Contract Phase
Planning Process Group – Plan Procurement Executing Process Group – Conduct Procurement	• Initial identification and engagement • Qualification and risk mitigation • Evaluation and selection	Pre-Contract
Monitoring and Controlling Process Group – Control Procurement	• Onboarding and information management • Performance management • Supply risk management	Contract
Closing Process Group	• Project closeout	Post-Contract

The following is a list of vendor relationship management strategies and best practices most relevant to the Washington public sector environment[4]:

1. Communicate often and ensure messages are received.
    - Poor communication is at the heart of most project failures. The inability to convey or receive important information from vendors can end up undermining the vendor management process.

[3] PMBOK® Guide – Sixth Edition (2017).

[4] McIsaac, K. A. (2008). Vendors may cost you more than your project: how to avoid vendor risks. Paper presented at PMI® Global Congress 2008—North America, Denver, CO. Newtown Square, PA: Project Management Institute.

- Project managers and team members need to communicate with vendors frequently to convey expectations and requirements effectively and get a better understanding of the vendor's capabilities.
- Clearly communicate what success looks like for the organization and the project and listen to the vendor's version of success to ensure a common understanding and goal.

2. Promote healthy partnerships.
   - An effective vendor relationship management process is built on a foundation of trust. Organizations who ensure that their vendors are financially and emotionally invested in the relationship have a good chance of winning the trust of their vendors in a relatively short period of time.
   - Rather than just sharing your pre-defined Key Performance Indicators (KPIs) with vendors, involve them in key strategic vendor management decisions like setting clear objectives for the relationship. This will not only allow you to tap into their expertise but also offer other benefits like increased trust, preferential treatment, and more.
3. Create a win-win situation.
   - Establish a mutual value proposition during contract negotiation. Running after short-term cost savings will cost more in the long run and may have a substantial impact on quality. At the end of the day, you get what you pay for; make sure both parties clearly understand what's on the table (and not).
   - Objectives of the partnership should be structured in a way that offers equal opportunity for profitability and strengthens both businesses.
   - Focus on building long-term partnerships to ensure the vendor partner's buy in to the long-term strategy or goal.
4. Monitor and measure performance.
   - Organizations with the best vendor relationship management have a process to measure the performance of their vendors.
   - Measure what's important to the business and emphasize what's important to the organization's values.
   - Explain the metrics; make sure everyone knows and understands the KPIs and other performance metrics and agrees to work toward achieving them.
   - Set realistic expectations. Consult with vendors and subject matter experts to determine if a target is achievable.
   - Review metrics and targets regularly to ensure they're still valid and achievable.
   - Assess the satisfaction of senior project stakeholders to monitor vendor relationships with select team members as a measure of vendor performance.
   - Address performance issues immediately. Establish a corrective action plan and enforce it.
   - Ensure all documentation is fact-based and shared with the vendor.

Other tips:

- Co-location for vendor and state team members enhances team communication and improves real-time collaboration. Where co-location isn't feasible, consider regular virtual working sessions to promote team interaction.
- Promote voluntary social events in low-pressure, informal spaces to build team bonds.
- Clarify roles and responsibilities and name the individuals responsible for resolving issues or planning risk responses.
- Be proactive about addressing communication pain points and sources of strife, such as missed deadlines, lack of responsiveness, or interpersonal issues.

Contingency reserve and management reserve in schedule and budget

Projects, especially IT projects, inherently surface risks, delays and uncertainty. Therefore, in developing schedules and budgets it is a best practice to include contingency reserve and management reserve to address these risks. However, decision makers are often uncomfortable having these line items in budgets and schedules because they desire certainty regarding the budgets and schedules. One way to incentivize sponsors and decision makers to include contingency is to quantify the risk elements and share the detailed analysis.

Address the uncertainty of IT projects by including contingency reserve and management reserve in schedules and budgets during planning.

First, one must understand the difference between contingency reserve and management reserve. Contingency reserve is the reserve of schedule and/or budget set aside for known risks. PMI defines contingency reserve as "time or money allocated in the schedule or cost baseline for known risks with active response strategies." For instance, when one thinks about a software solution implementation project there is a risk that when this solution gets delivered there will be defects found during validation that will need to be reworked and not enough time planned for remediation. This is a common risk, and a good example of where contingency reserve could be assessed.

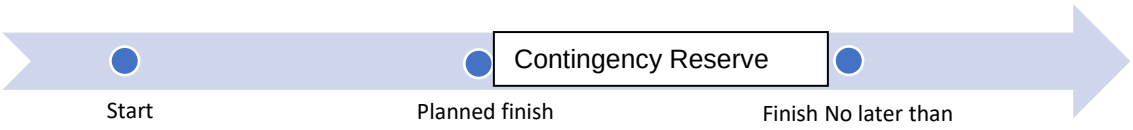
Management reserve, on the other hand, is budget and/or schedule set aside for unknown risks. PMI defines it as "an amount of the project budget or project schedule held outside of the performance measurement baseline (PMB) for management control purposes, that is reserved for unforeseen work that is within scope of the project." For instance, perhaps new legislation is suddenly required during the software solution implementation that wasn't anticipated. This is an example of an unknown risk where management reserve could be used.

The way in which the reserves can be used is different as well. Contingency reserve is generally controlled by the project manager or project leadership, management reserve is controlled by the executive sponsor.

Quantifying risk reserve. Some projects quantify their reserves based on a percentage of the project estimate. However, this approach can make decision-makers uncomfortable, especially when full control of the risk reserve is assigned to project leadership. Therefore, a more scientific and precise way to do this is to use the expected monetary value (EMV) approach. EMV is the product of the risk's probability of occurrence and the impact its occurrence is expected to have (EMV = Probability x Impact). Take the example of the software solution implementation project with the risk of critical defects occurring: The project team assesses the probability that

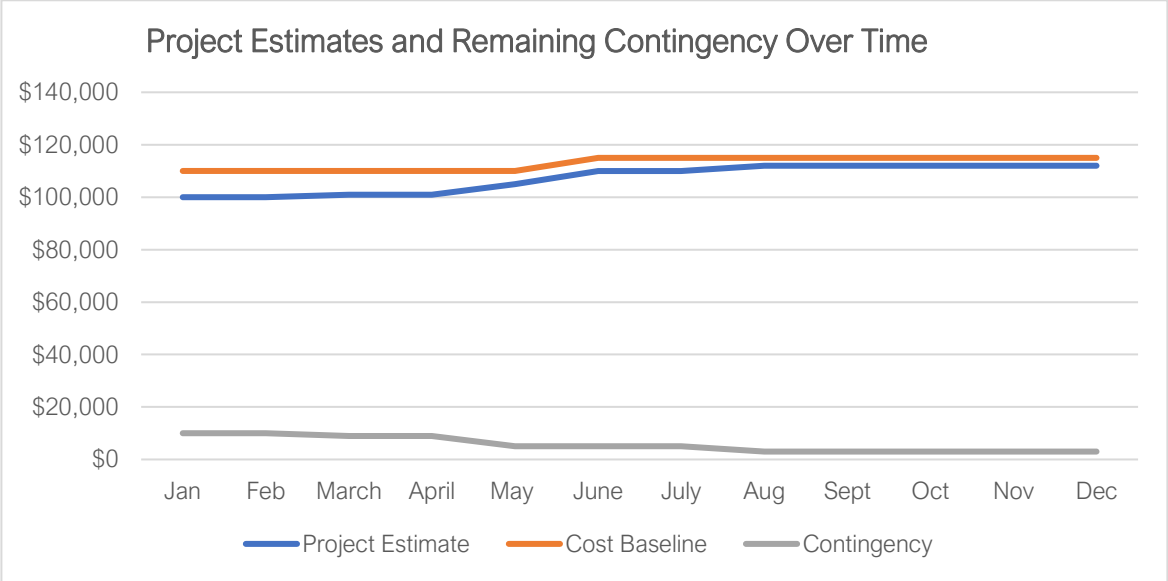
they didn't plan enough time for defect remediation is ~50 percent and that the impact of this risk being realized would be a 3-week delay to the schedule at an estimated cost of $15,000. Contingency reserve for this risk would be 1.5 weeks and $7,500. The project conducts this analysis for all the risks they identify to quantify an overall contingency reserve during the planning phase. In the budget, the risk reserve would be included as part of the cost baseline.

In the project schedule a time/cost contingency might be reflected as no later than/not to exceed.



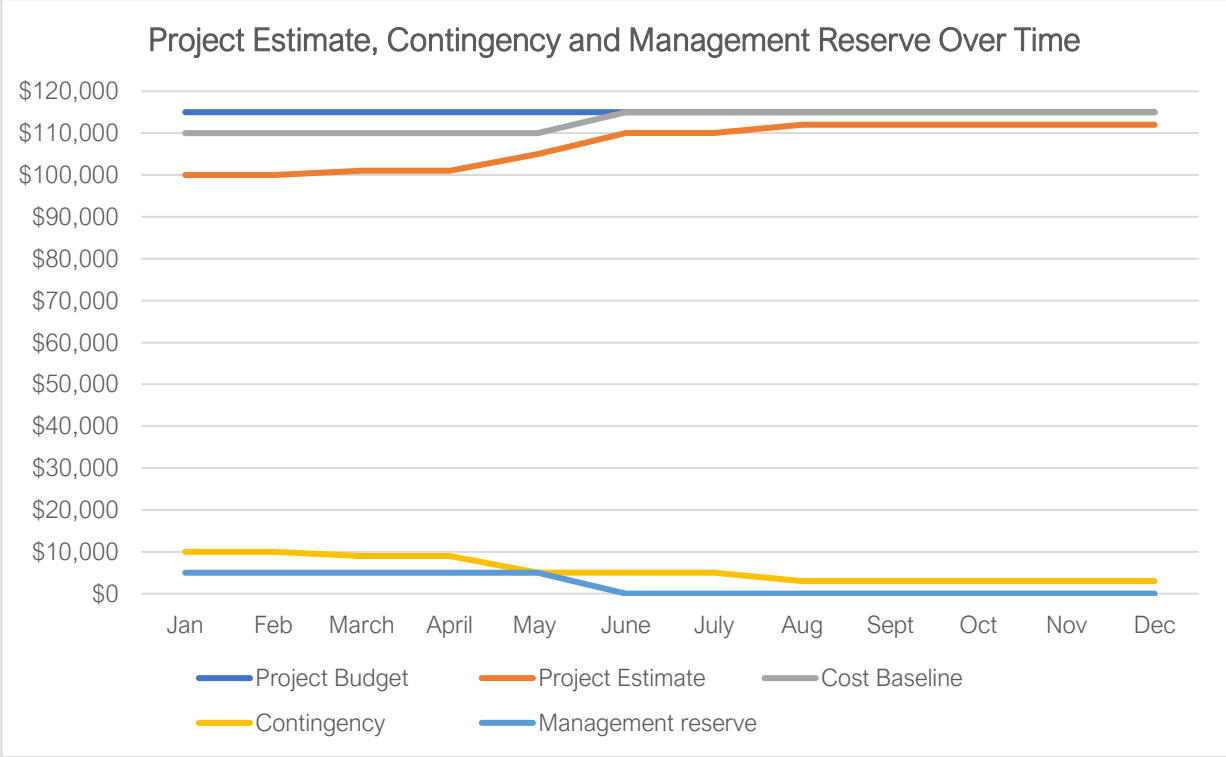
After the contingency reserve is accounted for, projects may then calculate the management reserve. The most common practice for calculating management reserve is to select a percentage of the *cost baseline*. Common percentages for calculating management reserve range from 5% to 10% of the cost baseline. Adding the management reserve percentage to the cost baseline reveals the project cost budget.

Best practices for using reserves. Contingency reserve is used when a risk occurs. The actual impact of the risk is added to the cost or schedule, the estimates are update and the contingency reserve is decreased. The baseline, however, does not change. If the risks do not occur, the contingency reserve is not spent and the project is early and under budget. The graph below illustrates tracking project estimates and contingency over time for a project with a project estimate of $100,000, and contingency reserve $10,000, which makes the cost baseline equal $110,000.



One can see that the cost baseline did not increase, but the project estimate did, and the contingency reserve decreased over time.

Management reserve is tracked in a similar fashion. If an unknown risk materializes and the executives choose to use the reserve to address it, then the project cost estimate increases, management reserve decreases and cost baseline may change, if approved. See the following example that shows how approving management reserve changes the baseline and project estimates.



Best practices for planning for contingency reserve and management reserve in schedule and budget include:

1. Conduct a risk assessment prior to finalizing project budget and schedule.
2. Use earned monetary value to develop contingency reserve for project schedule and budget.
3. Include contingency reserve in the cost baseline.
4. Establish a management reserve (usually done by a percentage of the cost baseline).
5. Track use of contingency reserve as risks materialize. Note: This is approved by project leadership (project director or project manager.)
6. Track management reserve as unknown risks materialize, and only management can approve its use.

Lessons learned

The IT Project Lessons Learned Repository has been updated to include lessons learned compiled from March - May 2021. This quarter three projects under OCIO oversight completed their post-implementation reports. Twenty-two additional lessons learned and best practices were added to the repository.

The following table provides a sample of these newly added lessons learned in the categories of procurement/contract & vendor management, cost management and project management/project controls.

Category	Lesson Learned
Communications and Stakeholder Management	• Establish clear roles and responsibilities as well as communication lines in the planning phase of the project. • Develop trusted partnerships with key stakeholders in a project.
Schedule Management	• Develop schedule contingency for third-party goods and service delivery. • Investigate key business cycles during schedule development and either adjust schedule accordingly and/or establish risk and mitigation strategies to deal with operations and project needs.
Project Management/Project Controls	• Conduct thorough planning, commit to plans, and educate team on project plans and processes. • Ensure a well understood project management approach and provide accessibility to stakeholders to allow for easy tracking of plans.

Contact

Any questions regarding this Quarterly Best Practices Summary Report may be directed to Nicole Simpkinson, Assistant Director, OCIO at Nicole.simpkinson@ocio.wa.gov.

Appendix A: Project management partners

The OCIO currently has four master-level project managers.

Project Management Partners

- Richelle Glascock
- Shelley McDermott
- Megan Pilon
- Stacy Steck

Richelle Glascock has been working with the state's smaller agencies to provide hands-on support to coach projects on how to set up a project management framework and navigate the gated funding process. She is a Project Management Institute (PMI) certified Project Management Professional (PMP) who brings to the team experience as both a project manager and independent quality assurance on state IT projects.

Shelley McDermott is a master-level project manager with a BA in business from Evergreen State College and PMP certification from the PMI. Her background includes assessment and implementation of complex business initiatives, program and project leadership and strategic planning. Shelley excels at managing high-risk, high-visibility projects and leading teams, and has successfully delivered results on both public and private sector organizations.

Megan Pilon is a master-level project manager, PMI certified Project Management Professional (PMP) and a PMI Agile Certified Practitioner (PMI-ACP). Megan has over 30 years of information technology experience, over 25 years working with Washington state agencies and 23 years in project management. She has extensive experience with Washington state high-profile projects and understands what it takes to deliver IT projects. She has worked for the Legislature, the Office of Financial Management (OFM) and in private industry as a service delivery and consulting director.

Stacy Steck is a PMP and holds an MBA. She has served the state on several successful, long-term projects and brings more than 25 years of experience in the field of project and program management to this role. Stacy was a leader in the healthcare industry and had a leading role in implementing electronic health record systems. Additionally, she has a certification in enterprise resource planning (ERP) solution configuration and has implemented ERP modules (HR and Budgeting) as part of her consulting career.

Appendix B: OCIO project management resources

Additional best and leading project management practices and helpful resources are available to state agency project managers:

- **Washington state Project Management Community of Practice.** The Office of the Chief Information Officer (OCIO) is sponsoring a community of practice (CoP) for all state agency project managers. The purpose of the community is to foster the exchange of best practices and lessons learned, share helpful resources, tools, and templates, and establish a peer network of support to transform IT project delivery in Washington state.
  - PM CoP Teams Site
  - PM CoP Calendar Events for 2021

  To request access to the PM CoP Teams Site, email the OCIO Project Management Partners.
- **Project management guidebook and templates.** The OCIO published the Project Manager's Guidebook and templates in 2020 and plans to continue updating and adding templates and content on its website. These deep repositories of knowledge will continue to evolve and grow over the next two years.
- **Lessons learned.** In 2020 the project management partners, in collaboration with the OCIO, published an online repository of IT Project Lessons Learned from Washington state IT projects enrolled in gated funding oversight. It provides a useful repository of knowledge for project managers, who can benefit from the experiences of others to reduce project risk. It is searchable by project type, project phase and category. Lessons learned categories include:
  - Agency readiness.
  - Communications and stakeholder management.
  - Cost management.
  - Executive sponsorship and governance.
  - Implementation approach and methodology.
  - Organizational change management.
  - Procurement and contract and vendor management.
  - Project management and project controls.
  - Project team and human resource management.
  - Schedule management.
  - Scope management.

Appendix C: Previously shared best practices

The following table provides reference to the previously shared best practices and the date and forum it was reported (i.e., quarterly report or project management (PM) community of practice (CoP) event).

Best Practice Shared	Date	Forum
Set up project governance structures.	July 1, 2020	Quarterly Best Practices Summary
Prepare for procurement.	July 1, 2020	Quarterly Best Practices Summary
Have a vendor manager review vendor's progress in meeting contractual obligations.	July 1, 2020	Quarterly Best Practices Summary
Establish foundational project management.	July 1, 2020	Quarterly Best Practices Summary
Articulate a clear business case.	Oct. 1, 2020	Quarterly Best Practices Summary
Establish strong governance.	Oct. 1, 2020	Quarterly Best Practices Summary
Select a right-fit project manager.	Oct. 1, 2020	Quarterly Best Practices Summary
Manage organizational change.	Oct. 1, 2020	Quarterly Best Practices Summary
Lead the go/no-go decision.	Oct. 1, 2020	Quarterly Best Practices Summary
Conduct procurements that protect the state's investment.	Oct. 1, 2020	Quarterly Best Practices Summary
Share IT project management best practices through a community of practice.	Jan. 1, 2021	Quarterly Best Practices Summary
Use lessons learned to prevent repeating project failures while maximizing opportunities to implement good practices and processes on existing and future projects.	Jan. 1, 2021	Quarterly Best Practices Summary
Provide a set of best practice-based project management processes and deliverables.	Jan. 1, 2021	Quarterly Best Practices Summary
Develop a technology budget.	Jan. 1, 2021	Quarterly Best Practices Summary
Partner with the Office of the Chief Information Officer (OCIO) oversight consultants.	Jan. 1, 2021	Quarterly Best Practices Summary
Differentiate program management from project management.	April 1, 2021	Quarterly Best Practices Summary
Use business analysts throughout a project initiative.	April 1, 2021	Quarterly Best Practices Summary
Respond to QA findings and recommendations.	April 1, 2021	Quarterly Best Practices Summary
Optimize project management in a virtual world.	Feb. 24, 2021	PM CoP
Effectively enable change.	April 21, 2021	PM CoP
Effective executive sponsorship.	July 1, 2021	Quarterly Best Practices Summary
Enable vendor relationship management.	July 1, 2021	Quarterly Best Practices Summary
Planning for contingency reserve and management reserve in schedule and budget.	July 1, 2021	Quarterly Best Practices Summary